



**JACKSON COUNTY FIRE DISTRICT 3**

**STRATEGIC  
PLAN**

*2024-2027*



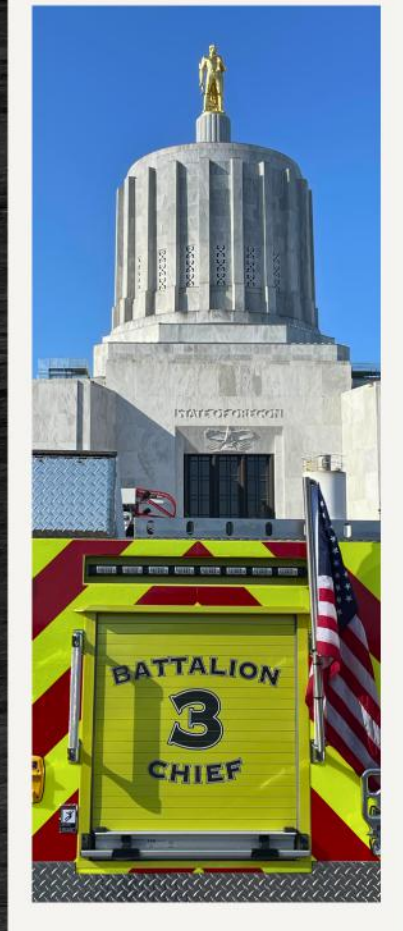
The purpose of the 2024 -2027 Strategic Plan is to align our services with the changing needs of our communities, businesses, residents, and visitors, charting that course forward through clear and actionable initiatives.

In the process of developing this Strategic Plan, we refreshed our core values. These values are what we stand for, and represent the behaviors we value above all else. Complimentary to the core values is our mission and vision. Our mission clearly defines what we do, who we serve, and what we want to accomplish. Our vision is what we want to achieve in the future.

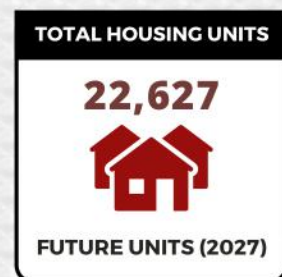
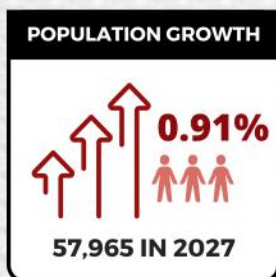
This plan alone will not lead to our organizational success. Our collective effort to implement the plan with relentless performance, leadership, measurement, and management will bring growth, efficiencies, and increased capabilities to our services. This strategic plan will serve as a work in progress, accountable to the budget, mandates, opportunities, and circumstance.

We are an organization that is driven by compassion and competence. We wish to listen, grow, and develop, never becoming stagnant or satisfied with how we perform our duties. From the entry level employee to our most senior member, our personnel are our greatest asset and most valuable resource. The men and women of Fire District 3 are dedicated professionals who are fully capable of achieving our goals.

Mike Hussey  
Fire Chief



## PROJECTED DISTRICT GROWTH: 2024-2027

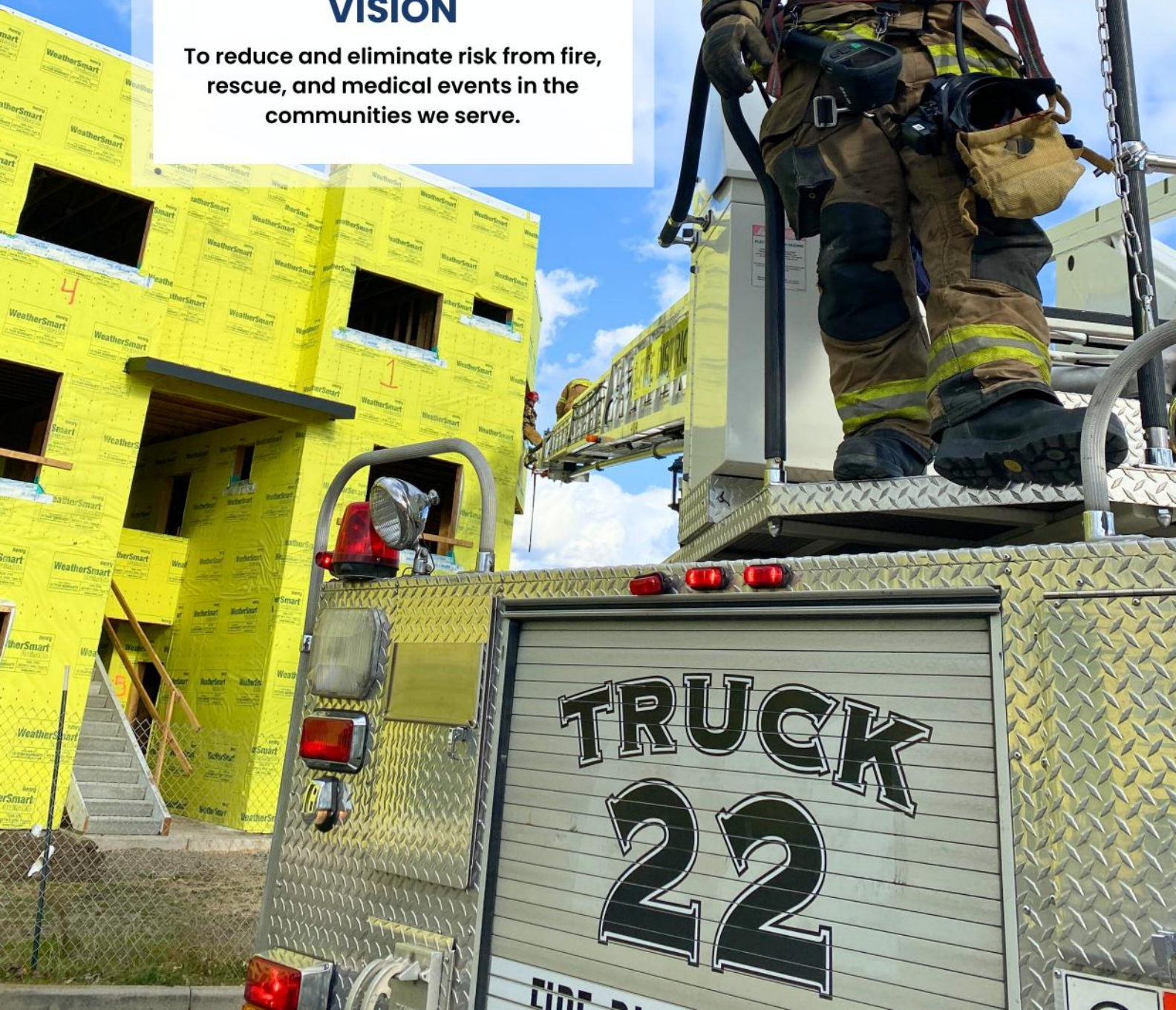


## MISSION

The mission of Jackson County Fire District 3 is to preserve quality of life and protect property through education, risk reduction, and emergency response services.

## VISION

To reduce and eliminate risk from fire, rescue, and medical events in the communities we serve.



# VALUES AND GUIDING PRINCIPLES

“

## ACCOUNTABILITY

TO ONE ANOTHER AND THOSE WE SERVE

## PROFESSIONALISM

EMBODYING COMPASSION, COMPETENCE,  
COURAGE, AND HUMILITY

## SAFETY & WELLNESS

STRATEGICALLY SAFE IN ACTION; COMMITTED  
TO PHYSICAL AND MENTAL WELL-BEING,  
WORKING HARD, RETIRING HEALTHY

## TEAMWORK

ALIGNING OUR INDIVIDUALITY TO  
ACHIEVE THE MISSION

## TRUST & INTEGRITY

CONFIDENT IN ONE ANOTHER, HONEST,  
CONSISTENT, AND RESPECTFUL

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Success is the sum of  
small efforts, repeated  
day-in and day-out.

**ROBERT COLLIER**



# 1

## STRATEGIC INITIATIVE ONE:

**Minimize the direct and indirect impacts associated with fire, EMS, and rescue emergencies.**

### *Goals and Objectives*

#### **1.1 Enhance District programs to ensure greatest impact on preventable events.**

- Develop performance measures supportive of the RVFRSO.
- Use available data to understand the 911 experience better.
- Expand the fuels program to include Fire District 3 fuels crew.
- Demonstrate a positive impact on the rate and severity of incidents for targeted at risk populations.

#### **1.2 Ensure the right resources are assigned to the right circumstance at the right time for all divisions.**

- Implement a Pro QA call taking system for Fire calls.
- Implement assess condition determine care disposition protocol to reduce on-scene times.
- Analyze the Standards of Cover to update resource allocation and appropriate response packages.
- Develop guidance and empowerment of Captains to understand their first due response area.
- Increase the percentage of days Community Care achieves a minimum staffing of two (2).
- Improve District-wide readiness for technical rescue incidents.
- Monitor the impact of new construction and the workload within the Risk Reduction Division.
- Complete the CAD-to-CAD integration.

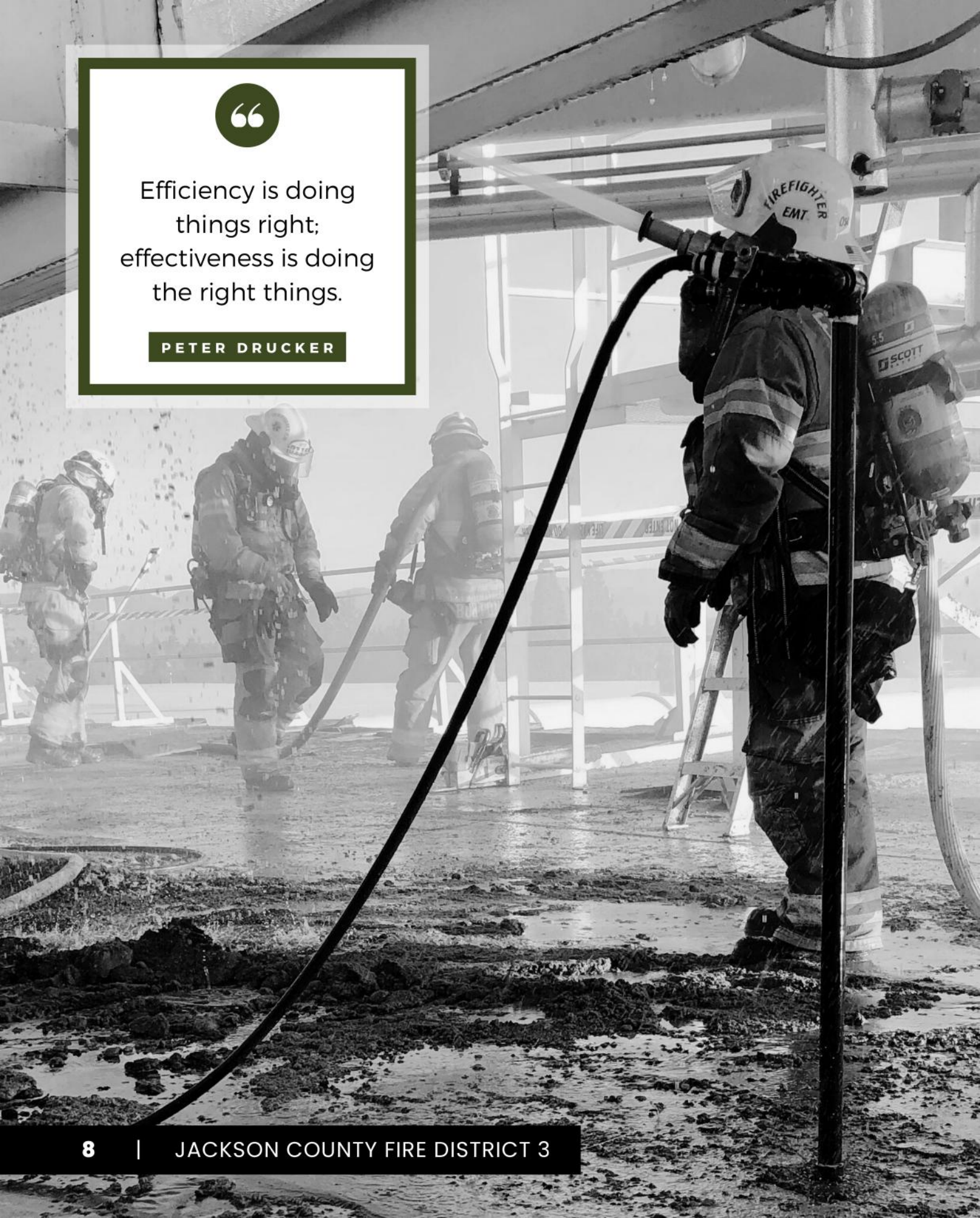
#### **1.3 Our members are properly safeguarded to accomplish a rewarding career.**

- The number of on-the-job injuries and illnesses remains below industry standards.
- Reduce the impact of mandatory callback.
- Increase the percentage of members who understand and engage in the wellness initiatives available to them.
- Implement meaningful fit for duty physicals.



Efficiency is doing things right; effectiveness is doing the right things.

**PETER DRUCKER**







# 2 | STRATEGIC INITIATIVE TWO: Ensure sustainability of service delivery by efficient use of our people, facilities, fleet, and financial services.

## Goals and Objectives

### 2.1 Develop personnel to their potential.

- Complete the revision to the AIC programs and Development Plan.
- Maintain a strong recruiting presence for those entering the workforce or seeking a career change.
- Synchronize onboarding and outboarding practices for sworn and non-sworn employees.
- Ensure the best practices in structural, wildland, and EMS training are delivered to our personnel.
- Achieve a training and operational focus emphasizing the importance of individual accountability for competency and craftsmanship.

### 2.2 Evolve organizational structure, workspace, and development models to support the mission.

- Conduct an analysis of the influences to overtime and callback.
- Build flexibility into deployment and staffing models to adjust to seasonal risks.
- Integrate the S&B James property into the organizational workflow.
- Modernize the supply chain and logistics functions.
- Align position descriptions and roles to support the functions of the District.

### 2.3 Define measurements and predictability of outcomes within our operations.

- Update dispatch algorithms to utilize resources more efficiently.
- Maintain with accuracy financial forecasts that include short- and long-term funding strategies.
- Create measurements within the Community Care program to support growth and partnerships.
- Evaluate and update the student, resident, and community volunteer programs to match availability.
- Conduct a facilities analysis resulting in a preventative maintenance schedule.

### 2.4 Maintain fiscal responsibility.

- Examine fleet maintenance costs and evaluate future opportunities.
- Develop and follow apparatus and facility preventative maintenance schedules.
- Maintain financial position and adherence to board policies.
- Design apparatus with the current needs and future impacts in mind.
- Sustain fair compensation packages while managing overall organizational labor costs.
- Research scenarios for complementary funding of critical services.

### 2.5 Ensure the scope of services delivered are relevant and practicable.

- Ensure the needs of the community are being met with limited duplication.
- Develop recommendations for a tiered EMS response systems for the Fire District.
- Work regionally to align patient expectations with the capacity of the health care system.



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It's not what you achieve,  
it's what you overcome.  
That is what defines  
your career.

CARLTON FISK



# 3 | STRATEGIC INITIATIVE THREE: Demonstrate our tradition of professionalism, innovation, and excellence throughout the organization.

## Goals and Objectives

### 3.1 Ensure our people have the appropriate tools to carry out the mission.

- Operationalize the regional radio project suitable for our emergency environment.
- Implement a training program that goes beyond 12 months.
- Develop guidance for use and mobilization of the OSFM Type 3 engine.
- Place three (3) wildland engines in service.
- Purchase two (2) Type 1 engines.
- Spec and purchase one (1) ladder truck.

### 3.2 Demonstrate an innovative mindset in support of the mission and workforce.

- Migrate Crewsense into Springbrook.
- Enhance requisition and purchasing procedures.
- Incorporate cost control and reduction strategies where prudent.
- Support an organizational change management process.
- Incorporate environmentally friendly practices where practical.

### 3.3 Demonstrate our individual and collective best effort.

- Normalize data report cards.
- Achieve 98% accuracy and punctuality of reporting requirements.
- Maintain the Districts compliance with regulatory standards.
- Increase employee awareness of the benefits of a diverse workforce.
- Improve the employee performance review process.
- Recognize the positive impact our employees make.

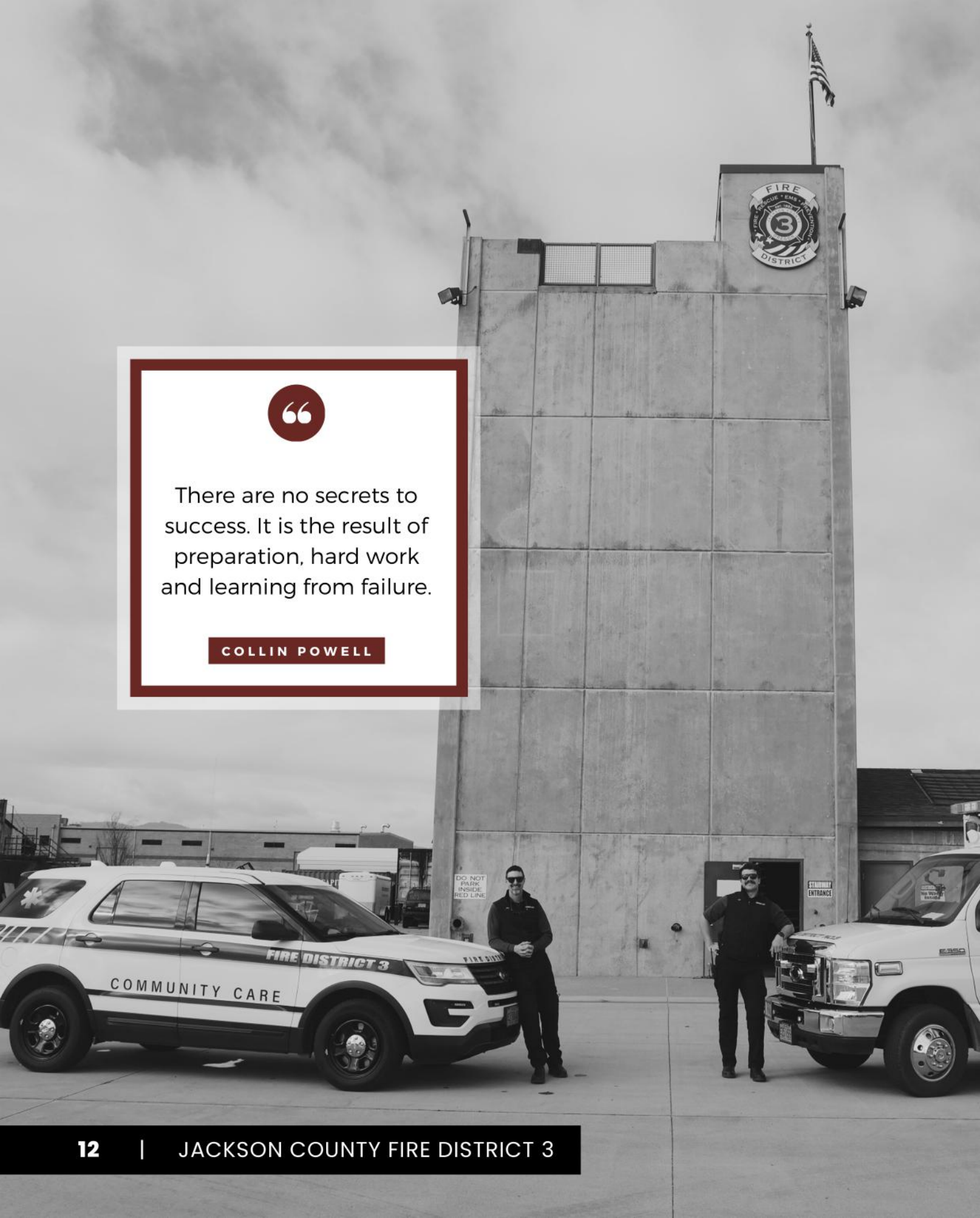
### 3.4 Ensure technology adequately supports the functions of the District.

- Develop systems to make meaningful data readily available.
- Remain curious of emerging technologies.
- Maintain cohesiveness of software programs.
- Maintain a network map to guide replacement of devices.
- Integrate drones and live streaming to support response and investigation efforts.
- Determine the scope of integration of National Emergency Response Information System (NERIS) for the District.
- Migrate to a .gov domain.

“

There are no secrets to success. It is the result of preparation, hard work and learning from failure.

**COLLIN POWELL**





# 4 | STRATEGIC INITIATIVE FOUR: Maintain a high level of trust by promoting District engagement within the organization, and the communities served.

## Goals and Objectives

### 4.1 Deliver proactive outreach of District programs and initiatives that will generate strong public engagement.

- Develop outreach efforts to promote awareness of the value of service provided by Fire District 3.
- Percentage of adults who recognize Fire District 3 as their provider and the role we play in the community is increased.
- Guide the messaging upon adoption of the Oregon WUI code.
- Evaluate establishing a non-profit to assist with Community Care expenses.
- Focus outreach efforts and public education (schools, at-risk, seasonal campaigns).

### 4.2 Embrace the uniqueness of individual communities.

- Increase visibility and participation in rural areas.
- Understand the history, traditions, and events that make our communities desirable.
- Integrate our standard of services while preserving the identity of the community.
- Develop outreach to match the cultural diversity of the communities.

### 4.3 Demonstrate engagement and efficiency through effective communication.

- Celebrate success and achievement through recognition of our members.
- Support the training and engagement of BOD/Budget/Civil Service members.
- Implement an internal communication plan that facilitates engagement and reliable communication.
- Do not commit to things we cannot accomplish with a high standard.
- Continue to advance awareness and build resources to support mental/physical health and wellness.



Alone we can do so little; together we can do so much.

HELLEN KELLER



# 5 | STRATEGIC INITIATIVE FIVE: Cultivate and strengthen collaboration and strategic partnerships.

## Goals and Objectives

### 5.1 Foster traditional and non-traditional relationships and opportunities.

- Pursue partnerships that create efficiencies and beneficial outcomes.
- Encourage the integration of alternative destination and tele-health for out of hospital care.
- Maintain IGA's that are currently executed.
- Seek partnerships to host regional services for fleet maintenance and logistic functions.
- Research the expansion and regionalization of technical rescue response in the region.

### 5.2 Advance efforts to reduce duplication of services regionally.

- Foster innovation within the Rogue Valley Fire Rescue Alliance to enhance services of participating agencies.
- Identify interest and timing for a study exploring coordinated services regionally.
- Revise the District emergency operation plan to improve integration with local governments and support operations.
- Right size the response to low acuity medical requests.

### 5.3 Demonstrate effective collaboration across divisions and L1817.

- An awareness and support for the mission of the separate divisions is achieved.
- Commit to monthly labor/management meetings.
- Consider cross-division work assignments in the development of personnel.
- Maintain the commitment to building consistency and synergy across the three Battalions.
- Maintain joint labor management committees in support of employee benefits.

### 5.4 Engage locally and regionally to advance the mission of the fire service.

- Support community mental health programs and advocacy groups.
- Demonstrate commitment to the RVFRSO by conducting an annual review process.
- Be active in committees, task forces, and legislation that advances the District and regional efforts.

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*Only the mediocre are  
always at their best.*

JEAN GIRAUDOUX

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